

Indiana Rural Development Council

*Partners Working Together for
Rural Indiana*



Year 2004—Plan of Work

Goal—Rural Economic Development Strategy (REDS)

Goal—Value-Added Agricultural Development

Goal—Community Development

Goal—Leadership Development

Goal—Outreach Development

**Indiana Rural Development Council
One North Capitol, Suite 600
Indianapolis, Indiana 46204
Phone: 317.232.8776
Fax: 317.233.3597**

Indiana Rural Development Council
WORK PLAN COMPONENT: Rural Economic Development Strategy (REDS)

PROBLEM STATEMENT

Rural residents in Indiana generally do not enjoy the same quality of life as their urban counterparts in many aspects. Rural residents lack services, choices and opportunities in areas such as job and income opportunities, educational achievements, health care, housing and infrastructure. Unique challenges exist in rural areas for creating progressive communities in which to live, work and raise a family. A few statistics illustrate some of the challenges faced by Indiana's 67 (out of 92) designated rural counties:

- The 10 counties with the lowest percentage of HS grads as well as of BA/BS degree holders were all rural communities.
- 8 out of the 10 counties with the smallest increase in the number of businesses were rural.
- 8 out of the 10 counties with the highest percentage of teen births represented rural areas.
- The 10 counties with the fewest physicians per capita were represented rural communities.
- The 10 counties with the lowest percentage of homes with public wastewater disposal service, public and/or private water company services, and the highest combined percentage of households lacking plumbing, kitchen, and telephones were all rural.
- The 10 counties with the lowest per capita personal income, and the highest unemployment rate were all rural communities.

Source: Report to the Indiana General Assembly, "Indiana Rural Economic Development Strategy", October 2002

GOAL

During their 2003 legislative session, the Governor's office and the Indiana General Assembly joined together to consider the recommendations and actions outlined within the Indiana Rural Development Council's report "Rural Economic Development Strategy". As a result, the IRDC was given a total of \$7.2 million dollars to support rural development during fiscal years 2003 and 2004. The goal of the "REDS" Work Plan Component will be to develop a combination of grant and loan programs that will strengthen and enhance the resiliency and sustainability of Indiana's rural communities.

GOAL'S RELEVANCE TO STATE RURAL DEVELOPMENT COUNCIL DUTIES (DEFINED IN 7 U.S.C. 2008M*)

The Council's work on this Goal will involve two of the three statutory SRDC duties:

- *Facilitate collaboration among Federal, State, local, and tribal governments and the private and nonprofit sectors in the planning and implementation of programs and policies that have an impact on rural areas of the State.* Example: Collaborate with a variety of partner groups in the creation of a combination of grant programs design to support the work of new and established regional development groups.
- *Monitor, report, and comment on policies, and programs that address, or fail to address, the needs of the rural areas of the State.* Example: Work to insure partner groups and grant/loan recipients share successes and best practice methods regarding economic development initiatives.

STAKEHOLDERS TO BE ENGAGED

In addition to the member organizations represented on the Indiana Rural Development Council board, other key stakeholders will include:

Indiana General Assembly
Purdue Cooperative Extension Service
Indiana Department of Workforce Development
Indiana League of RC&D Councils, Inc.
Hoosier Energy REC

Office of Commissioner of Agriculture
Indiana Department of Commerce
USDA-Rural Development
Ball State University (Center for Economic and Community Development)

Additionally other organizations (such as economic development entities) from rural communities will be engaged in specific work objectives.

POTENTIAL ACTION FOR NATIONAL RURAL DEVELOPMENT COORDINATING COMMITTEE (NRDCC)

NRDCC can use this initiative as an example of how SRDCs might utilize strategic planning to obtain additional nonfederal program dollars.

** The United States Code reference number for the “Farm Security & Rural Investment Act of 2002.”*

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Rural Economic Development Strategy (REDS)

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES
Outcome 1. <i>The IRDC will support the recommendations contained in “REDS” by funding rural development initiatives that utilize a collaborative regional (multi-county) approach.</i>			Output 1.a Establish the administrative framework to implement the grant program. The fund entitled “Rural Development Council Fund” will support the establishment of new regional rural development groups and the operations of existing regional rural development groups.	Activity Set 1.a <div><div>1. Establish grant program guidelines, eligibility criteria, grant application format and grant agreement processes.</div><div>2. Implement an education program announcing the “Rural Development Council Fund” program.</div></div> <i>Completion Date: While the initial structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>
Performance Measure	Baseline	Benchmark		
Establish administrative processes necessary to launch funding program.	None	Development of appropriate grant guidelines, application processes and grant award agreements.		
Disbursement grant funds.	0	Initiate two grant cycles during the work plan year.	Output 1.b Implement two grant funding cycles for the “Rural Development Council Fund”.	Activity Set 1.b <div><div>1. Work with new and/or established regional development groups in the submittal of grant applications for “Rural Development Council Fund” grant dollars.</div><div>2. Work with IRDC Board regarding the award of grant dollars to new and/or established regional development groups.</div></div> <i>Completion Date: While the initial program structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Rural Economic Development Strategy (REDS)

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES									
Outcome 2. <i>The IRDC will support the recommendations contained in “REDS” by funding a variety of economic development initiatives through a combination of grant and loan programs.</i>			Output 2.a Establish the administrative framework to implement the funding program entitled “Rural Development Administration Fund”. This program will be a combination of grants and loans that will support local rural development initiatives.	Activity Set 2.a <div><div>1. Create a new advisory board to recommend grant and loan awards to the IRDC.</div><div>2. Establish grant program guidelines, eligibility criteria, grant application format and grant agreement processes.</div><div>3. Initiate education program announcing the “Rural Development Council Fund program.</div></div> <i>Completion Date: While the initial structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>									
				Output 2.b Implement two grant funding cycles for the “Rural Development Administration Fund”.	Activity Set 2.b <div><div>1. Work with communities and development groups regarding local economic initiatives.</div><div>2. Work with new advisory board regarding the grant/loan award recommendations to the IRDC.</div></div> <i>Completion Date: While the initial program structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>								
<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Establish administrative processes necessary to launch funding program.</td><td>None</td><td>Development of appropriate grant guidelines, application processes and grant award agreements.</td></tr><tr><td>Disbursement of grant funds.</td><td>0</td><td>Initiate two grant cycles during the work plan year.</td></tr></table>	Performance Measure	Baseline	Benchmark	Establish administrative processes necessary to launch funding program.	None	Development of appropriate grant guidelines, application processes and grant award agreements.	Disbursement of grant funds.	0	Initiate two grant cycles during the work plan year.				
Performance Measure	Baseline	Benchmark											
Establish administrative processes necessary to launch funding program.	None	Development of appropriate grant guidelines, application processes and grant award agreements.											
Disbursement of grant funds.	0	Initiate two grant cycles during the work plan year.											

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Rural Economic Development Strategy (REDS)

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES
Outcome 3. <i>The IRDC will support the recommendations contained in “REDS” by providing an annual summit designed to bring rural development groups together to share successful/effective methodologies and approaches.</i>			Output 3.a An action plan for engaging the interest of organizations in conducting an annual rural development summit.	Activity Set 3.a <ol style="list-style-type: none">1. Identify potential summit partner organizations.2. Conduct an assessment meeting regarding summit interest level.3. In collaboration with summit partners develop an action plan. <i>Completion Date: While the initial plan will be in place by 2nd quarter, implementation will be throughout the entire year.</i>
			Output 3.b Conduct the annual summit.	Activity Set 3.b <ol style="list-style-type: none">1. Identify summit sponsors and exhibitors.2. Identify logistical components,(e.g. date, time, location).3. Identify summit goals and educational sessions.4. Identify budgets, funds and in-kind contributions.5. Develop marketing program for summit. <i>Completion Date: While initial work developing the summit will occur in the first 3 quarters, the actual summit would occur by the 4th quarter.</i>
Performance Measure	Baseline	Benchmark		
Identification of rural summit partners.	0	At least 10 summit partners.		
Program and budget created, funds and in-kind assistance secured.	0	\$10,000.00		

INDIANA RURAL DEVELOPMENT COUNCIL
WORK PLAN COMPONENT: Value-Added Agricultural Development

PROBLEM STATEMENT

Indiana lost nearly ten percent of its farms over the past five years, a much larger decline than the four percent drop in the nation overall. This trend continues because Indiana farming is concentrated in hogs, corn, and soybeans. With the onset of a global marketplace, profit margins in these basic commodities have become razor thin. In addition Indiana's southern economy continues to experience declines due to the reduction in tobacco revenues. It is projected that when the reductions hit fifty percent approximately 570 jobs will be lost, labor income will decline by \$12.8 million dollars, and the value of agricultural output will decline by \$23 million dollars. These reductions in tax revenues will result in a decline of approximately \$4.5 million dollars per year for local and state governments.

Sources: United States Department of Agriculture 2002 Survey

"Economic Impact Analysis Report for the Indiana Economic Development Council" SDG, Jan. 2000

GOAL

In our strategic plan (entitled "Rural Economic Development Strategy") submitted to the Indiana General Assembly, we acknowledged these challenges and identified the need for Indiana farmers to find new ways to add value to their commodities. Alternative agricultural processes need to be introduced and implemented. Indiana's geographic location only enhances these alternatives by enabling Hoosier agriculture to reach two-thirds of the U.S. population within a one-day drive.

GOAL'S RELEVANCE TO STATE RURAL DEVELOPMENT COUNCIL DUTIES (DEFINED IN 7 U.S.C. 2008M*)

The Council's work on this Goal will involve the three statutory SRDC duties:

- *Facilitate collaboration among Federal, State, local, and tribal governments and the private and nonprofit sectors in the planning and implementation of programs and policies that have an impact on rural areas of the State.* Example: Work with a variety of partner groups in the creation of a rural cooperative development center designed to assist stakeholders in the development and enhancement of rural cooperatives.
- *Monitor, report, and comment on policies, and programs that address, or fail to address, the needs of the rural areas of the State.* Example: Work to enhance the transferability of identified successful cooperative ideas to all partner groups.
- *Facilitate the development of strategies to reduce or eliminate conflicting or duplicative administrative or regulatory requirements of Federal, State, local and tribal governments.* Example: Work to insure program actions and resources are coordinated with all partner groups.

STAKEHOLDERS TO BE ENGAGED

In addition to the member organizations represented on the Indiana Rural Development Council board, other key stakeholders will include:

USDA-Rural Development

Purdue Cooperative Extension Service

Indiana Farm Bureau, Inc.

Indiana Development Finance Authority

US Small Business Administration

Indiana Dept. of Commerce – International Trade Div.

Southern Indiana Rural Development Project

Office of Commissioner of Agriculture

Rural Services of Indiana, Inc.

Purdue University, Technical Assistance Prog.

Statewide Rural Electric Cooperative Centers

Indiana BMT Corporation

Madison Chamber of Commerce Foundation Inc

Bio Crossroads

Additionally, individual stakeholders and other organizations (such as commodity groups, community banks, economic development entities) from rural communities will be engaged in specific work objectives.

POTENTIAL ACTION FOR NATIONAL RURAL DEVELOPMENT COORDINATING COMMITTEE (NRDCC)

NRDCC can use these “value-added” initiatives as successful approaches/methodologies applicable to agriculturally based economies in other states.

** The United States Code reference number for the “Farm Security & Rural Investment Act of 2002.”*

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Value-Added Agricultural Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES											
Outcome 1 <i>The Indiana Cooperative Development Center is created to serve the needs of new and/or existing cooperatives in rural Indiana.</i>			Output 1.a Establish the organizational structure necessary to administer and implement the Indiana Cooperative Development Center.	Activity Set 1.a <div><div>1. Invite key organizations to be a part of the ICDC Advisory Board.</div><div>2. Establish operating procedures for Center.</div><div>3. Identify/retain key project personnel.</div><div>4. Secure supplemental legal, technical, and consultative expertise to assist cooperatives.</div></div> <i>Completion Date: 2nd Quarter</i>											
				Output 1.b Provide technical assistance and mentoring services for start-up and existing cooperatives.	Activity Set 1.b <div><div>1. Conduct assessment of assistance currently available to cooperatives.</div><div>2. Conduct survey of existing entrepreneurial agricultural ventures.</div><div>3. Conduct training for mentoring network.</div><div>4. Provide technical assistance to 10 cooperatives.</div></div> <i>Completion Date: 3rd Quarter</i> <i>Completion Date: 4th Quarter</i>										
<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>ICDC organizational structure activated.</td><td>None</td><td>Operating procedures initiated, advisory board, and staffing resources retained, funds secured.</td></tr><tr><td>Economically stressed counties identified /served.</td><td>37</td><td>10 cooperatives receive technical assistance.</td></tr><tr><td>Program and educational information distributed.</td><td>0</td><td>Educational sessions are provided and a resource web site is created.</td></tr></table>	Performance Measure	Baseline	Benchmark	ICDC organizational structure activated.	None	Operating procedures initiated, advisory board, and staffing resources retained, funds secured.	Economically stressed counties identified /served.	37	10 cooperatives receive technical assistance.	Program and educational information distributed.	0	Educational sessions are provided and a resource web site is created.			
Performance Measure	Baseline	Benchmark													
ICDC organizational structure activated.	None	Operating procedures initiated, advisory board, and staffing resources retained, funds secured.													
Economically stressed counties identified /served.	37	10 cooperatives receive technical assistance.													
Program and educational information distributed.	0	Educational sessions are provided and a resource web site is created.													

	<p>Output 1.c. Foster education, outreach and capacity building through the dissemination of program and educational information.</p>	<p>Activity Set 1.c</p> <ol style="list-style-type: none"> 1. Review Indiana state laws pertaining to cooperatives. 2. Participate/partner with Bio Crossroads Inc.'s Indiana Ag Strategy Steering Committee. 3. Initiate a 2-day educational seminar/conference on cooperatives. 4. Provide support for the "Ways to Grow" program in local communities. 5. Establish a resource web site for rural cooperatives. <p><i>Completion Date: 4th Quarter</i></p>
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WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Value-Added Agricultural Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES									
Outcome 2. <i>The Indiana Rural Development Council will collaborate with the Southern Indiana Rural Development Partnership (SIRDP) to provide technical assistance to tobacco stakeholders and tobacco-based communities regarding alternative agricultural products and enterprises.</i>			Output 2.a In collaboration with SIRDP research and evaluate alternative agricultural activities that have great potential for communities that have been dependent upon tobacco revenue.	Activity Set 2.a <div>1. Inventory and document successful alternative agricultural enterprises.</div> <div>2. Produce and distribute educational Materials, CD-ROM on successful alternative enterprises.</div> <div><i>Completion Date: 2nd Quarter</i></div> <div>3. In collaboration with SIRDP create a website of resources for tobacco stakeholders.</div> <div><i>Completion Date: 4th Quarter</i></div>									
					Output 2.b Work with local economic development organizations to identify local tobacco stakeholder needs and specific support programs needed for alternative ag enterprises.	Activity Set 2.b <div>2. Identify and distribute information on financial programs available that are used by successful alternative agricultural enterprises.</div> <div>3. Identify and distribute information on at least two entrepreneurship programs which could be used by tobacco stakeholders.</div> <div><i>Completion Date: 3rd Quarter</i></div>							
			<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Document significant and promising alternative agricultural activities in Indiana.</td><td>0</td><td>Produce and distribute educational materials, CD-ROM material on successful alternative enterprises.</td></tr><tr><td>Work with local development groups to identify specific programs that could support alternative ag enterprises.</td><td>0</td><td>Identify and distribute information on financial programs used by successful alternative ag enterprises.</td></tr></table>	Performance Measure			Baseline	Benchmark	Document significant and promising alternative agricultural activities in Indiana.	0	Produce and distribute educational materials, CD-ROM material on successful alternative enterprises.	Work with local development groups to identify specific programs that could support alternative ag enterprises.	0
			Performance Measure	Baseline	Benchmark								
Document significant and promising alternative agricultural activities in Indiana.	0	Produce and distribute educational materials, CD-ROM material on successful alternative enterprises.											
Work with local development groups to identify specific programs that could support alternative ag enterprises.	0	Identify and distribute information on financial programs used by successful alternative ag enterprises.											

Work with tobacco - based communities regarding alternative agricultural enterprises.	0	Host community roundtables to discuss successful alternative ag enterprises.	<p>Output 2.c. Work with tobacco-based communities regarding technical assistance needs.</p>	<p>Activity Set 2.c</p> <ol style="list-style-type: none"> 1. Host community roundtables for the purpose of disseminating resource information regarding viable alternative ag enterprises and products. 2. Conduct infrastructure hearings in tobacco-based communities to determine needs in the areas of water/waste water systems and housing stock. 3. In collaboration with SIRDP develop a network of regional tobacco stakeholder groups. <p><i>Completion Date: 4th Quarter</i></p>
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WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Value-Added Agricultural Development

ANTICIPATED SHORT-TERM OUTCOME(S)	ANTICIPATED OUTPUT(S)	ACTIVITIES								
<p>Outcome 3. <i>Nationally “kitchen incubators” or “shared-use commercial kitchens” have increasingly become a part of many communities overall development strategy. The IRDC will collaborate with the Office of Commissioner of Agriculture, Purdue University and other partners to provide a technical assistance support program designed to help communities develop food related businesses (creating both new start-up businesses as well as additional jobs from the expansion efforts of existing small/medium sized businesses).</i></p> <table border="1" data-bbox="157 683 816 1182"> <thead> <tr> <th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr> </thead> <tbody> <tr> <td>Establish a support program designed to deliver technical assistance to <u>local communities</u> interested in a community kitchen project.</td><td rowspan="2">None</td><td>Identification of major project partners, funding and technical assistance needed by communities.</td></tr> <tr> <td>Provide technical assistance for a <u>regional shared use</u></td><td>Creation of at least 1 shared use</td></tr> </tbody> </table>	Performance Measure	Baseline	Benchmark	Establish a support program designed to deliver technical assistance to <u>local communities</u> interested in a community kitchen project.	None	Identification of major project partners, funding and technical assistance needed by communities.	Provide technical assistance for a <u>regional shared use</u>	Creation of at least 1 shared use	<p>Output 3.a <u>Level One: Local Community Kitchens.</u> Work with partners to establish a technical assistance program designed to assist local communities with the start-up of “approved” community kitchens.</p> <p>Output 3.b <u>Level Two: Regional Shared-Use Commercial Kitchen.</u> Work with partners to establish at least one regional shared-use commercial kitchen and implement technical assistance services designed to support food entrepreneurs who are developing/enhancing new food products.</p>	<p>Activity Set 3.a</p> <ol style="list-style-type: none"> 1. Identify major partners and funding mechanisms. 2. Identify/work with local communities who are interested in a “community kitchen” program. 3. Develop a manual for how to utilize a local community kitchen for food business incubating. 4. Support the “Ways To Grow” program in local communities. 5. Develop workshops concerning the food industry in order to prepare the business owner for the Level Two Program. <p><i>Completion Date: While the initial structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i></p> <p>Activity Set 3.b</p> <ol style="list-style-type: none"> 1. Support partners in conducting one-on-one business planning. 2. Provide market research assistance concerning consumer product driven insights. 3. Identify distribution channels. <p><i>Completion Date: While the initial program structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i></p>
Performance Measure	Baseline	Benchmark								
Establish a support program designed to deliver technical assistance to <u>local communities</u> interested in a community kitchen project.	None	Identification of major project partners, funding and technical assistance needed by communities.								
Provide technical assistance for a <u>regional shared use</u>		Creation of at least 1 shared use								

Provide a <u>statewide</u> technical assistance program for food entrepreneur's needs in the areas of consumer testing, food processing and food evaluation.	0	Establish technical assistance programs in the areas of consumer testing, processing, food safety and marketing.	<p>Output 3.c. <u>Level Three: Purdue Pilot Plant.</u> Support Purdue University's Food Science Department project entitled "Purdue Pilot Plant" which will be designed to provide full service consumer testing, a large scale facility with processing support, and the fully leveraged resources of Purdue University to food entrepreneurs.</p>	<p>Activity Set 3.c</p> <ol style="list-style-type: none"> 1. Establish technical services for large scale processing. 2. Provide shelf life testing studies and food safety evaluation. 3. Provide technical assistance on the investigation of potential patent options. 4. Provide additional consumer testing and business/marketing plan evaluation. 5. Support the securing of start-up capital, file business permits and identify long-term manufacturing facilities. <p><i>Completion Date: While the initial technical assistance program will be put in place by the end of the 2nd quarter, implementation will continue throughout the entire year.</i></p>
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INDIANA RURAL DEVELOPMENT COUNCIL
WORK PLAN COMPONENT: Community Development

PROBLEM STATEMENT

Economic development in rural areas is possible if a community is prepared to accommodate the needs of its citizens as well as existing and potential business. Some of the basic needs that a community must address include the availability, reliability and affordability of a community's traditional infrastructure (such as housing, water, wastewater, and storm water systems). As communities move into the 21st century, local officials are also discovering that its citizens and businesses are demanding new additional infrastructures (such as telecommunication) be put into place. Particularly in small communities there is a lack of understanding concerning the infrastructure resources available to them from state and federal agencies. Additionally, here in Indiana, there is a lack of support for the local planning process. Planning ensures a community's long-term goals are met and that the decisions that are made will lead to a more resilient and sustainable community in the future.

Source: Report to the Indiana General Assembly, "Rural Economic Development Strategy", October 2002.
"Rural Communities: Legacy + Change", 2003 second edition, Cornelia Butler Flora, Jan L. Flora.

GOAL

The goal of IRDC's Community Development Work Plan Component will be to provide technical assistance to rural communities in the areas of community planning and infrastructure development.

GOAL'S RELEVANCE TO STATE RURAL DEVELOPMENT COUNCIL DUTIES (DEFINED IN 7 U.S.C. 2008M*)

The Council's work on this Goal will involve two of the three statutory SRDC duties:

- *Facilitate collaboration among Federal, State, local, and tribal governments and the private and nonprofit sectors in the planning and implementation of programs and policies that have an impact on rural areas of the State.* Example: Work with partners who provide community planning services to collaborate and deliver a coordinated program to rural communities.
- *As part of the Partnership, in conjunction with the Coordinating Committee, facilitate the development of strategies to reduce or eliminate conflicting or duplicative administrative or regulatory requirements of Federal, State, local, and tribal governments.* Example: Work with state and federal agencies to conduct joint program-services meetings with local communities needing infrastructure resources.

STAKEHOLDERS TO BE ENGAGED

In addition to the member organizations represented on the Indiana Rural Development Council board, other key stakeholders include:

Indiana Department of Commerce	Indiana Department of Environmental Management
US Department of Commerce, EDA	US Army Corps of Engineers
USDA Rural Development	Indiana Community Assistance Program
Alliance of Indiana Rural Water	Indiana Rural Water Association
State Revolving Fund Loan Program	Indiana Housing and Finance Authority
US Department of Housing & Urban Development	Center for Economic & Community Development
INTELENET Commission	Indiana BMT Corporation

POTENTIAL ACTION FOR NATIONAL RURAL DEVELOPMENT COORDINATING COMMITTEE (NRDCC)

NRDCC can use this initiative as an example of how SRDC's could coordinate multi-agency infrastructure resources on behalf of rural communities.

* *The United States Code reference number for the "Farm Security & Rural Investment Act of 2002."*

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Community Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES								
Outcome 1. <i>Provide community planning technical assistance to rural communities via the Community Visitation Program (CVP).</i>			Output 1.a Create “readiness” survey instruments for both alumni CVP communities and for new communities seeking CVP assistance.	Activity Set 1.a <div>1. Work with Center for Economic & Community Development and the Indiana Rural Community Assistance Program to create two different survey instruments for use in working with CVP alumni as well as new communities seeking CVP technical assistance.</div> <i>Completion Date: While the initial structure will be in place by 1st quarter.</i>								
				Output 1.b Alumni communities of the CVP become re-engaged in the technical assistance program.	Activity Set 1.b <div>1. Establish the CVP technical assistance program through collaborative agreements with the Center for Economic & Community Development and the Indiana Rural Community Assistance Program.</div> <div>2. In partnership with the Center and RCAP, develop the programs/services of the CVP technical assistance program.</div> <div>3. Contact all CVP alumni communities and invite/re-connect them to the CVP program.</div> <div>4. Develop and market CVP program to other communities.</div> <div>5. Conduct program evaluation to ensure effectiveness of programs/services.</div> <i>Completion Date: While the initial program structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>							
			<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>“Readiness” Survey Instruments created for Community Visitation Program.</td><td>0</td><td>2</td></tr></table>			Performance Measure	Baseline	Benchmark	“Readiness” Survey Instruments created for Community Visitation Program.	0	2	
			Performance Measure			Baseline	Benchmark					
“Readiness” Survey Instruments created for Community Visitation Program.	0	2										
<table><tr><td>Number of alumni communities re-engaged in the Community Visitation Program .</td><td>17</td><td>5</td></tr><tr><td>Number of new communities receiving technical assistance via the Community Visitation Program.</td><td>17</td><td>3</td></tr></table>	Number of alumni communities re-engaged in the Community Visitation Program .	17	5	Number of new communities receiving technical assistance via the Community Visitation Program.	17	3						
Number of alumni communities re-engaged in the Community Visitation Program .	17	5										
Number of new communities receiving technical assistance via the Community Visitation Program.	17	3										

	<p>Output 1.c. New communities seeking community planning technical assistance participate in the Community Assistance Program.</p>	<p>Activity Set 1.c</p> <ol style="list-style-type: none"> 1. Establish the CVP technical assistance program through the collaborative agreements with the Center for Economic & Community Development and the Indiana Rural Community Assistance Program. 2. In partnership with the Center and RCAP, develop the programs/services of the CVP to new communities. 3. Develop a marketing program for the CVP service and disburse information through partners. 4. Conduct program evaluation to ensure effectiveness of programs/services. <p><i>Completion Date: While the initial technical assistance program will be put in place by the end of the 2nd quarter, implementation will continue throughout the entire year.</i></p>
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WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Community Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES											
Outcome 2. <i>Provide technical assistance to rural communities, via the Environmental Infrastructure Working Group (EIWG), regarding available resources for water, wastewater, and storm water infrastructure systems.</i>			Output 2.a The partners who comprise the Environmental Infrastructure Working Group (EIWG) are re-convened for the purpose of providing technical assistance on infrastructure systems to communities.	Activity Set 2.a <div><div>1. Identify/re-connect with partner groups who provide infrastructure resources to communities.</div><div>2. Schedule EIWG partnership meetings for 2004.</div><div>3. Work with the Indiana Department of Commerce regional offices and establish field EIWG meetings.</div><div>4. Evaluate the usefulness and effectiveness of the program from both the partner and community perspective.</div></div> <i>Completion Date: While the initial structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>											
<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Re-convene meetings of Environmental Infrastructure Working Group.</td><td>1</td><td>4</td></tr><tr><td>Provide technical assistance service to rural communities.</td><td>133</td><td>5</td></tr><tr><td>Market accurate information to communities regarding infrastructure resources.</td><td>2</td><td>Qualitative Measurement</td></tr></table>	Performance Measure	Baseline	Benchmark	Re-convene meetings of Environmental Infrastructure Working Group.	1	4	Provide technical assistance service to rural communities.	133	5	Market accurate information to communities regarding infrastructure resources.	2	Qualitative Measurement			
Performance Measure	Baseline	Benchmark													
Re-convene meetings of Environmental Infrastructure Working Group.	1	4													
Provide technical assistance service to rural communities.	133	5													
Market accurate information to communities regarding infrastructure resources.	2	Qualitative Measurement													
			Output 2.b EIWG partners collaborate and market accurate information about their program and resource services.	Activity Set 2.b <div><div>1. Review and update EIWG resource information for both printed material and website.</div><div>2. Identify/evaluate other approaches to marketing the EIWG program.</div></div> <i>Completion Date: While the initial program structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>											

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Community Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES													
Outcome 3. <i>Provide technical assistance regarding housing resources, to rural communities via the Indiana Housing Assistance Review Team (IHART).</i>			Output 3.a The partners who comprise the Indiana Housing Assistance Review Team (IHART) are re-convened for the purpose of providing technical assistance on housing resources available to communities.	Activity Set 3.a <div><div>1. Identify/re-connect with partner groups who provide housing resources to communities.</div><div>2. Schedule IHART partner meetings for 2004.</div><div>3. Work with the Indiana Department of Commerce regional offices and establish field IHART meetings.</div><div>4. Evaluate the usefulness and effectiveness of the program from both the partner and community perspective.</div></div> <i>Completion Date: While the initial structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>													
			<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Re-convene meetings of the Indiana Housing Assistance Review Team (IHART).</td><td>0</td><td>4</td></tr><tr><td>Provide technical assistance service to rural communities.</td><td>18</td><td>6</td></tr><tr><td>Market accurate information to communities regarding available housing resources.</td><td>2</td><td>Qualitative Measurement</td></tr></table>	Performance Measure	Baseline	Benchmark	Re-convene meetings of the Indiana Housing Assistance Review Team (IHART).	0	4	Provide technical assistance service to rural communities.	18	6	Market accurate information to communities regarding available housing resources.	2	Qualitative Measurement	Output 3.b IHART partners collaborate and market accurate information about their program. and resource services.	Activity Set 3.b <div><div>1. Review and update IHART resource information for both printed material and website.</div><div>2. Identify/evaluate other approaches to marketing the IHART program.</div></div> <i>Completion Date: While the initial program structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>
			Performance Measure	Baseline	Benchmark												
Re-convene meetings of the Indiana Housing Assistance Review Team (IHART).	0	4															
Provide technical assistance service to rural communities.	18	6															
Market accurate information to communities regarding available housing resources.	2	Qualitative Measurement															

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Community Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES		
Outcome 4. <i>Provide technical assistance regarding telecommunication resources to rural communities.</i>			Output 4.a IRDC and its partners will coordinate and disseminate accurate information regarding telecommunication resources available to rural communities.	Activity Set 4.a <div>1. Identify/inventory telecommunication resources available to rural communities.</div> <div>2. Purchase additional copies of NCSC publication “Getting Online” for community distribution.</div> <div>3. Meet with other state agencies regarding the coordination of telecommunication activities between state agencies and partners.</div> <i>Completion Date: While the initial actions will take place by 2nd quarter, implementation will be throughout the entire year.</i>		
Performance Measure	Baseline	Benchmark				
Accurate dissemination of information regarding telecommunication resources.	0	2 publications				
Financial support for telecommunication projects in rural communities.	0	2 grant awards	Output 4.b IRDC will financially support (through the Rural Development Administration Fund) telecommunication initiatives to rural communities.	Activity Set 4.b <div>1. IRDC will work with communities to encourage local telecommunication grant applications to the Rural Development Administration Fund.</div> <div>2. IRDC will document the successes achieved by rural communities regarding telecommunication initiatives.</div> <i>Completion Date: While the initial program structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>		

Indiana Rural Development Council
WORK PLAN COMPONENT: Leadership Development

PROBLEM STATEMENT

Building leadership capacities in communities, defined either geographically or by interest, is a critical element for civic, economic and social success. Local issues and needs are addressed through committed citizens skilled in leading the community into action. Many rural areas lack a pool of motivated people and resources to move their community forward. IRDC's report to the Indiana General Assembly (entitled "Rural Economic Development Strategy") contained action recommendations from hundreds of rural development practitioners and groups regarding 10 issue areas including job creation/retention, infrastructure, housing, health care, local planning, land use, leadership, agricultural development, social/cultural issues, and technology/education. At the conclusion of that statewide discussion, one of the 4 common problems identified by all 10 focus areas was the lack of leadership.

Source: Report to the Indiana General Assembly, "Rural Economic Development Strategy", October 2002

GOAL

The Indiana Rural Development Council will establish a leadership development incubator to assist rural communities in meeting local leadership development needs. The incubator will be a venue to bring experienced and inexperienced leadership development practitioners together with the academia, business, and civic sectors. The leadership development incubator strategy will be based on the successful business incubator models that pool/share knowledge, expertise, and resources with start-up businesses to enable them to grow and be successful.

GOAL'S RELEVANCE TO STATE RURAL DEVELOPMENT COUNCIL DUTIES (DEFINED IN 7 U.S.C. 2008M*)

The Council's work on this Goal will involve two of the three statutory SRDC duties:

- *Facilitate collaboration among Federal, State, local, and tribal governments and the private and nonprofit sectors in the planning and implementation of programs and policies that have an impact on rural areas of the State.* Example: Work with partners to develop a support network for both established leadership programs and those who are working to develop programs.
- *Monitor, report, and comment on policies, and programs that address, or fail to address, the needs of the rural areas of the State.* Example: The leadership incubator will report and promote leadership development "best practices" throughout the leadership network.

STAKEHOLDERS TO BE ENGAGED

In addition to the member organizations represented on the Indiana Rural Development Council board, other potential stakeholders include:

Indiana Leadership Association
Purdue University
USDA-Rural Development
Indiana Association of Cities and Towns

Indiana Agricultural Leadership Institute
Indiana Small Business Development Center
Indiana Farm Bureau
Association of Indiana Counties

Additionally other organizations (such as Indiana Humanities Council and FAA) will be engaged in specific work objectives.

POTENTIAL ACTION FOR NATIONAL RURAL DEVELOPMENT COORDINATING COMMITTEE (NRDCC)

NRDCC can use this initiative as a model for leadership development by other SRDC.

* The United States Code reference number for the "Farm Security & Rural Investment Act of 2002."

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Leadership Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES													
Outcome 1. <i>Provide a support network for both established leadership programs and those who are working to develop programs in their respective communities.</i>			Output 1.a Establish a system for serving as a clearinghouse of available leadership development resources.	Activity Set 1.a <div>1. Develop a resource directory containing sections such as a listing of experts by subject matter, leadership funding sources and leadership groups.</div> <div>2. Develop a website designed to increase communication between leadership stakeholders and support leadership initiatives.</div> <i>Completion Date: While the initial structure will be in place by 2nd quarter, implementation will be throughout the entire year.</i>													
			<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Establish the network.</td><td>None</td><td>Identify network’s programs, services and administrative framework.</td></tr><tr><td>Establish network budget.</td><td>0</td><td>Identify budget and secure funding for 1 year.</td></tr><tr><td>Implement network’s programs and services.</td><td>None</td><td>Provide clearinghouse information, resource/curriculum directory and training workshops.</td></tr></table>	Performance Measure	Baseline	Benchmark	Establish the network.	None	Identify network’s programs, services and administrative framework.	Establish network budget.	0	Identify budget and secure funding for 1 year.	Implement network’s programs and services.	None	Provide clearinghouse information, resource/curriculum directory and training workshops.	Output 1.b Promote “best practice” leadership programs.	Activity Set 1.b <div>1. Work with network partners to identify “best practice” leadership programs throughout the state.</div> <div>2. Conduct a leadership forum to showcase and encourage “best practice” leadership development initiatives.</div> <i>Completion Date: While the initial program structure will be in place by 3rd quarter, implementation will be throughout the entire year.</i>
			Performance Measure	Baseline	Benchmark												
Establish the network.	None	Identify network’s programs, services and administrative framework.															
Establish network budget.	0	Identify budget and secure funding for 1 year.															
Implement network’s programs and services.	None	Provide clearinghouse information, resource/curriculum directory and training workshops.															

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Leadership Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES							
Outcome 2. <i>Provide network support for leadership training programs.</i>			Output 2.a Promote and encourage effective leadership development training programs.	Activity Set 2.a <div><div>1. Develop a directory of effective leadership curriculum designs and models.</div><div>2. Conduct at least 1 series of training workshops designed to enhance understanding of leadership development.</div><div>3. Develop evaluation assessment tools, and program criterion guidelines for local community leadership programs.</div><div>4. Investigate the potential of a “credentialing” and/or certification program for leadership training programs.</div></div> <i>Completion Date: While the initial structure will be in place by 3rd quarter, implementation will be throughout the entire year.</i>							
			<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Promote successful training curriculum models.</td><td>None</td><td>Identification and publication of effective curriculum models.</td></tr><tr><td>Provide leadership training workshops.</td><td>0</td><td>Conduct at least 1 series of leadership training workshops.</td></tr></table>	Performance Measure	Baseline	Benchmark	Promote successful training curriculum models.	None	Identification and publication of effective curriculum models.	Provide leadership training workshops.	0
Performance Measure	Baseline	Benchmark									
Promote successful training curriculum models.	None	Identification and publication of effective curriculum models.									
Provide leadership training workshops.	0	Conduct at least 1 series of leadership training workshops.									

Indiana Rural Development Council
WORK PLAN COMPONENT: Outreach Development

PROBLEM STATEMENT

Traditionally when people think of “rural Indiana” they often picture small farmsteads, homogenous cultures and close-knit communities. This traditional image is a problem because it is inaccurate. In reality if you’ve seen one Indiana rural community...you’ve seen one Indiana rural community! The problem becomes more complex because as we move into the 21st century the traditional “rural landscape” continues to change dramatically. These changes are being stimulated by a variety of factors such as the global economy, shifting demographics, technology and telecommunication just to name a few. As rural communities struggle to find the right combination of internal and external resources necessary to remain sustainable; it is vital that all citizens (and their elected officials) continue to develop a clearer understanding of the challenges and issues faced by “rural Indiana”.

Source: “Rural Communities: Legacy + Change”, 2003 second edition, Cornelia Butler Flora, Jan L. Flora. Report to the Indiana General Assembly, “Rural Economic Development Strategy”, October 2002

GOAL

In the state legislative report “Rural Economic Development Strategy”, practitioners and citizens identified the many challenges and issues faced by rural communities. The goal of the Outreach Development

Work Plan Component is to provide a communication program that will clearly and accurately articulate those

challenges and issues as well as the successes achieved by rural communities.

GOAL’S RELEVANCE TO STATE RURAL DEVELOPMENT COUNCIL DUTIES (DEFINED IN 7 U.S.C. 2008M*)

The Council’s work on this Goal will involve two of the three statutory SRDC duties:

- *Facilitate collaboration among Federal, State, local, and tribal governments and the private and nonprofit sectors in the planning and implementation of programs and policies that have an impact on rural areas of the State.* Example: Collaborate and coordinate with partners in order to attend local, regional, and national conferences on rural development issues.
- *Monitor, report, and comment on policies, and programs that address, or fail to address, the needs of the rural areas of the State.* Example: Develop an electronic bulletin target to state elected officials that discusses rural issues and celebrates rural communities successes.

STAKEHOLDERS TO BE ENGAGED

Key stakeholders will be the members of the Indiana Rural Development Council’s five partner groups. In addition local rural communities and other organizations (such as universities, and economic development groups) will be engaged in specific work objectives.

POTENTIAL ACTION FOR NATIONAL RURAL DEVELOPMENT COORDINATING COMMITTEE (NRDCC)

NRDCC can use this initiative as an example of how SRDCs might utilize strategic planning to obtain additional nonfederal program dollars.

* *The United States Code reference number for the “Farm Security & Rural Investment Act of 2002.”*

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Outreach Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES												
Outcome 1. <i>Development of communication products that articulates the issues identified in “REDS, as well as celebrates the development successes achieved by IRDC and its partners.</i>			Output 1.a Increase awareness of IRDC activities and successes to local, state, and elected officials.	Activity Set 1.a <div><div>1. Implement a quarterly electronic “bulletin” and distribute to local, state, and national elected officials.</div><div>2. Distribute written materials though “elected official” such as the Indiana Association of Cities and Towns and the Association of Indiana Counties.</div><div>3. Meet with elected officials via local roundtable discussions sponsored by IACT and AIC.</div></div> <i>Completion Date: While the initial products will be in place by 2nd quarter, implementation will be throughout the entire year.</i>												
			Output 1.b Showcase the accomplishments of IRDC and its partners, and successful rural community initiatives throughout the state.	Activity Set 1.b <div><div>1. Update the IRDC website to better serve the development needs of rural communities.</div><div>2. Publish a quarterly newsletter discussing rural issues and celebrating partner and community successes.</div><div>3. Create and distribute a new information brochure on IRDC’s programs and services.</div><div>4. Conduct community presentations regarding IRDC’s programs/services.</div></div> <i>Completion Date: While the initial program and products will be in place by 2nd quarter, implementation will be throughout the entire year.</i>												
<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Number of new information brochures and publications created.</td><td>0</td><td>3</td></tr><tr><td>Number of community presentations.</td><td>10</td><td>25</td></tr><tr><td>Feedback on new information brochures, publications and updated web site.</td><td>None</td><td>Qualitative Measurement</td></tr></table>	Performance Measure	Baseline	Benchmark	Number of new information brochures and publications created.	0	3	Number of community presentations.	10	25	Feedback on new information brochures, publications and updated web site.	None	Qualitative Measurement				
Performance Measure	Baseline	Benchmark														
Number of new information brochures and publications created.	0	3														
Number of community presentations.	10	25														
Feedback on new information brochures, publications and updated web site.	None	Qualitative Measurement														

WORK PLAN TABLES
Indiana Rural Development Council

WORK PLAN COMPONENT: Outreach Development

ANTICIPATED SHORT-TERM OUTCOME(S)			ANTICIPATED OUTPUT(S)	ACTIVITIES														
Outcome 2. <i>IRDC’s resources are efficiently and effectively managed in order to maximize impact on Indiana rural communities.</i>			Output 2.a Engage IRDC board members in the work of IRDC through the participation in specific projects.	Activity Set 2.a <div>3. Establish 8 action work groups and require board members to participate on at least one of those action teams.</div> <div>4. Provide staff support for each of the 8 work groups.</div> <div>5. Conduct board development activities during the six Governing Board meetings.</div> <div>6. Hire one (1) new program staff person and insure all program and financial reports are completed in a timely manner.</div> <div>7. Encourage board attendance at NRDP meetings and training workshops.</div> <div><i>Completion Date: While the initial structure will be in place by 1st quarter, implementation will be throughout the entire year.</i></div>														
<table><tr><th>Performance Measure</th><th>Baseline</th><th>Benchmark</th></tr><tr><td>Board Participation is increased via working groups and task forces.</td><td>3</td><td>8</td></tr><tr><td>Provide formal orientation program for new board members.</td><td>0</td><td>1</td></tr><tr><td>Hiring of additional program staff.</td><td>0</td><td>1</td></tr><tr><td>Program and financial reports submitted in timely manner to state and NRDP.</td><td>0</td><td>4</td></tr></table>	Performance Measure	Baseline	Benchmark	Board Participation is increased via working groups and task forces.	3	8	Provide formal orientation program for new board members.	0	1	Hiring of additional program staff.	0	1	Program and financial reports submitted in timely manner to state and NRDP.	0	4			Activity Set 2.b <div>1. Prepare an orientation information kit for each new board member.</div> <div>2. Meet with each new board member and conduct an orientation session.</div> <div><i>Completion Date: Work activity will be completed by 2nd quarter.</i></div>
Performance Measure	Baseline	Benchmark																
Board Participation is increased via working groups and task forces.	3	8																
Provide formal orientation program for new board members.	0	1																
Hiring of additional program staff.	0	1																
Program and financial reports submitted in timely manner to state and NRDP.	0	4																